

2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowers Watson 

Function : EDD – Energy Delivery/Distribution
Level : M3 – Senior Manager (M3)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	9	34	152.9	172.5	190.9	188.9	207.9	238.5	193.2	222.5	248.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Energy Del/Distribution Gnrst/MultiDisc	9	25	152.9	170.9	201.4	188.9	207.9	252.2	193.8	222.5	263.2

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	8	33	151.2	169.4	185.2	185.7	207.4	230.5	191.4	215.2	240.7

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	7	25	156.3	172.5	187.6	195.3	207.9	233.1	196.9	222.5	243.3

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics
All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EDD – Energy Delivery/Distribution
Level : M4 – Group Manager (M4)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	4	5	---	175.6	---	---	215.3	---	---	225.3	---

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Energy Del/Distribution Grndst/MultiDisc	4	4	---	175.6	---	---	215.3	---	---	223.5	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	5	---	175.6	---	---	215.3	---	---	225.3	---

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	4	5	---	175.6	---	---	215.3	---	---	225.3	---

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EDD – Energy Delivery/Distribution
Level : P3 – Career (P3)

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
4	63	---	104.1	---	---	117.2	---	---	116.6	---

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2017 Energy Services MMPS Compensation Survey – Canada
 Function/Level Scope Break Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

Function : EDD – Energy Delivery/Distribution
 Level : P4 – Specialist (P4)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	4	18	---	109.7	---	---	127.0	---	---	134.1	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	18	---	109.7	---	---	127.0	---	---	134.1	---

All values in Canadian Dollar

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EDD – Energy Delivery/Distribution
Level : T1 – Entry (T1)

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
4	460	---	75.5	---	---	76.7	---	---	77.0	---

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EDD – Energy Delivery/Distribution
Level : T2 – Intermediate (T2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	7	880	73.7	77.7	93.0	77.2	84.5	93.0	77.3	85.6	93.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Distribution Meter Svcs	6	130	66.0	72.9	78.5	66.0	74.1	83.5	66.0	74.4	83.6
Gnrlst/MultiDisc											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	6	350	76.4	80.9	94.8	77.3	86.1	97.3	77.9	86.6	97.9

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	6	766	74.4	80.9	94.8	74.4	86.1	97.3	74.4	86.6	97.9

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EDD – Energy Delivery/Distribution
Level : T3 – Senior (T3)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	8	758	80.7	98.1	114.9	83.2	98.1	122.5	83.7	98.1	124.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Distribution Meter Svcs	6	103	72.3	81.4	86.5	73.2	85.0	92.3	73.5	85.7	93.7
Gnrlst/MultiDisc											
Electric Distribution Svsts Ops	5	50	106.7	117.3	120.5	106.7	117.4	131.6	106.7	117.4	134.0

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	7	320	80.0	99.5	116.6	84.6	99.5	126.7	86.8	99.5	128.7

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	7	729	82.7	99.5	116.6	82.7	99.5	126.7	82.7	99.5	128.7

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EDD – Energy Delivery/Distribution
Level : T4 – Lead (T4)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	8	888	83.7	98.3	111.4	89.7	100.7	112.6	90.8	99.6	112.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Distribution Meter Svcs	4	23	---	101.4	---	---	102.6	---	---	101.4	---
Gnrlist/MultiDisc											
Eltrc Dist Construction and/or Maint	5	634	80.9	99.0	117.1	85.1	99.0	123.6	85.1	99.0	123.1

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	7	135	84.1	100.5	113.8	91.8	100.9	115.4	91.8	100.5	115.0

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	7	867	83.5	100.5	113.8	91.8	100.9	115.4	91.8	100.5	115.0

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EDD – Energy Delivery/Distribution
Level : W2 – Intermediate (W2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	4	149	---	65.8	---	---	---	---	---	70.1	---

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Distribution Meter Svcs Grndst/MultiDisc	4	149	---	65.8	---	---	---	---	---	70.1	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	149	---	65.8	---	---	---	---	---	70.1	---

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EDE – Energy Efficiency/Conservation
Level : M2 – Manager (M2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	6	22	95.1	115.2	133.4	95.1	129.8	153.4	95.1	133.6	152.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Enrgy Eff/Consrvt Gnrst/MultiDisc	6	22	95.1	115.2	133.4	95.1	129.8	153.4	95.1	133.6	152.1

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	5	19	102.6	120.4	136.8	108.1	138.5	157.3	109.8	142.8	159.3

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	4	16	---	120.0	---	---	135.3	---	---	134.7	---

All values in Canadian Dollar

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2017 Energy Services MMPS Compensation Survey – Canada

Function/Level Scope Break Table

TOTAL SAMPLE

August 2017

WillisTowersWatson 

Function : EDE – Energy Efficiency/Conservation

Level : M3 – Senior Manager (M3)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	4	5	---	168.9	---	---	196.8	---	---	206.2	---

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Enrgy Eff/Consrvt Gnrlist/MultiDisc	4	5	---	168.9	---	---	196.8	---	---	206.2	---

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EDE – Energy Efficiency/Conservation
Level : P2 – Intermediate (P2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	5	16	62.4	80.7	85.5	64.4	84.7	89.7	64.9	82.6	90.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Energy Eff/Constrv Enrlist/MultiDisc	5	16	62.4	80.7	85.5	64.4	84.7	89.7	64.9	82.6	90.7

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	13	---	82.3	---	---	85.9	---	---	84.8	---

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2017 Energy Services MMPS Compensation Survey – Canada

Function/Level Scope Break Table

TOTAL SAMPLE

August 2017

WillisTowersWatson 

Function : EDE – Energy Efficiency/Conservation

Level : P3 – Career (P3)

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
4	14	---	94.5	---	---	101.4	---	---	101.3	---

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Enrgy Eff/Consrsv Gndst/MultiDisc	4	14	---	94.5	---	---	101.4	---	---	101.3	---

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EFS – Energy Supply
Level : M2 – Manager (M2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	4	12	---	169.4	---	---	187.0	---	---	191.6	---

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Energy Supply	4	10	---	169.4	---	---	187.0	---	---	191.6	---
Generalist/Multidiscipline											

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WillisTowers Watson 

Function : EFS – Energy Supply
 Level : M3 – Senior Manager (M3)

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
4	12	---	190.7	---	---	---	---	---	242.6	---

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TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EFS – Energy Supply
Level : P2 – Intermediate (P2)

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
4	13	---	79.4	---	---	89.5	---	---	91.5	---

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EFS – Energy Supply
Level : P3 – Career (P3)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	7	23	92.2	103.5	124.2	102.9	116.7	135.5	101.3	118.5	138.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Energy Supply	6	21	98.4	103.7	128.1	107.0	116.7	135.5	108.1	121.6	138.6
Generalist/Multidiscipline											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	5	8	90.1	98.4	114.1	---	111.4	---	98.1	103.7	131.5

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August 2017

Willis Towers Watson 

Function : EFS – Energy Supply
Level : P4 – Specialist (P4)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	7	29	104.4	130.0	134.1	140.9	149.7	156.2	119.7	154.1	162.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Energy Supply	7	26	107.0	130.0	134.1	140.5	149.7	156.2	118.7	154.1	162.3
Generalist/Multidiscipline											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	16	---	113.9	---	---	---	---	---	137.6	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EFS – Energy Supply
Level : P5 – Master (P5)

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
5	22	149.2	163.6	189.0	---	200.1	---	176.2	201.3	208.6

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Energy Supply	5	19	149.5	163.6	189.0	---	200.1	---	175.2	201.3	208.6
Generalist/Multidiscipline											

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EGF – Fossil Power Generation
Level : M1 – Supervisor (M1)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	8	56	102.3	132.8	141.8	102.3	151.5	157.8	102.3	150.2	162.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Fossil Power Maintenance	4	17	---	116.6	---	---	126.4	---	---	121.5	---
Fossil Power Ops	5	30	109.1	130.3	145.0	118.0	149.8	155.1	120.7	149.3	152.9

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	8	56	102.3	132.8	141.8	102.3	151.5	157.8	102.3	150.2	162.8

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	6	53	114.2	136.4	144.8	114.2	152.3	160.4	114.2	150.2	161.6

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

Willis Towers Watson 

Function : EGF – Fossil Power Generation
Level : M2 – Manager (M2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	7	63	126.0	157.0	166.9	151.2	186.3	200.3	150.9	186.4	211.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Fossil Power Generation	4	13	---	160.6	---	---	192.7	---	---	204.1	---
Gnrlist/MultiDisc											
Fossil Power Maintenance	4	12	---	140.5	---	---	164.7	---	---	159.0	---
Fossil Power Ops	5	32	128.7	159.5	165.6	149.1	184.4	201.0	148.1	189.1	204.7

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	7	63	126.0	157.0	166.9	151.2	186.3	200.3	150.9	186.4	211.3

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	5	48	129.5	159.1	170.7	149.6	186.3	204.8	146.7	186.4	213.4

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EGF – Fossil Power Generation
Level : M3 – Senior Manager (M3)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	8	22	125.7	179.0	190.2	136.3	218.4	234.1	136.7	221.3	240.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Fossil Power Generation	6	10	125.1	179.0	197.1	128.6	218.4	247.6	129.5	231.6	257.4
Gnrst/MultiDisc											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	8	22	125.7	179.0	190.2	136.3	218.4	234.1	136.7	221.3	240.5

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	6	17	125.0	184.3	200.1	128.4	227.0	247.6	129.9	228.1	257.4

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics
All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EGF – Fossil Power Generation
Level : M4 – Group Manager (M4)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	4	4	---	188.3	---	---	228.2	---	---	223.4	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	4	---	188.3	---	---	228.2	---	---	223.4	---

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics
All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EGF – Fossil Power Generation
Level : P3 – Career (P3)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	4	6	---	97.8	---	---	110.0	---	---	112.6	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	6	---	97.8	---	---	110.0	---	---	112.6	---

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics
All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EGF – Fossil Power Generation
Level : P4 – Specialist (P4)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	4	14	---	126.0	---	---	144.9	---	---	142.9	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	14	---	126.0	---	---	144.9	---	---	142.9	---

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics
All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EGF – Fossil Power Generation
Level : T2 – Intermediate (T2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	6	65	66.8	76.1	86.2	68.0	81.8	86.2	68.1	85.3	91.7

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	6	65	66.8	76.1	86.2	68.0	81.8	86.2	68.1	85.3	91.7

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	4	59	---	80.3	---	---	84.1	---	---	85.3	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

Willis Towers Watson 

Function : EGF – Fossil Power Generation
Level : T3 – Senior (T3)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	6	152	90.4	106.1	115.2	99.3	111.3	115.2	101.0	115.3	116.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Fossil Power Maintenance Planning	4	45	---	109.4	---	---	114.6	---	---	116.0	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	6	152	90.4	106.1	115.2	99.3	111.3	115.2	101.0	115.3	116.9

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	4	117	---	111.9	---	---	114.5	---	---	115.3	---

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics
All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EGH – Hydroelectric Power Generation
Level : M1 – Supervisor (M1)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	4	174	---	100.7	---	---	104.0	---	---	105.0	---

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	4	174	---	100.7	---	---	104.0	---	---	105.0	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EGH – Hydroelectric Power Generation
Level : M2 – Manager (M2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	5	59	109.3	137.0	148.9	118.1	157.5	174.9	119.3	155.0	184.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
HydroEltrc Pwr Generation Gnrst/MultiDisc	4	29	---	133.1	---	---	150.1	---	---	152.8	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	33	---	139.2	---	---	162.1	---	---	162.8	---

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	5	59	109.3	137.0	148.9	118.1	157.5	174.9	119.3	155.0	184.0

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EGH – Hydroelectric Power Generation
Level : M3 – Senior Manager (M3)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	5	38	120.9	139.9	160.8	128.0	149.7	195.7	132.1	153.2	198.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
HydroEltrc Pwr Generation Gnrlist/MultiDisc	4	30	---	135.7	---	---	140.6	---	---	142.6	---

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	4	37	---	135.9	---	---	140.8	---	---	142.7	---

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics
All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EGH – Hydroelectric Power Generation
Level : T3 – Senior (T3)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	5	457	80.2	87.0	109.8	83.4	87.0	116.3	83.3	87.0	118.3

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	100	---	98.3	---	---	98.3	---	---	98.3	---

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	5	457	80.2	87.0	109.8	83.4	87.0	116.3	83.3	87.0	118.3

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada

Function/Level Scope Break Table

TOTAL SAMPLE

August 2017

WillisTowersWatson 

Function : EOP – Natural Resources Exploitation/Operation/Production

Level : M1 – Supervisor (M1)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	19	1222	123.8	133.5	138.8	148.3	154.3	163.0	144.9	165.0	175.6

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Field Ops	11	429	122.8	129.9	135.7	142.7	153.2	162.0	135.6	158.7	173.4
Natural Resources Production Ops	7	91	134.9	144.6	151.8	151.8	169.2	179.1	157.8	179.6	216.7
Natural Rsrces Exploit/Ops/Prod'n Grnrlst/MultiDisc	5	340	128.7	133.5	140.9	145.0	154.7	164.0	146.9	167.2	178.4

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	13	1061	123.0	129.9	137.2	140.6	150.4	161.7	137.0	165.0	174.5

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	10	328	122.1	132.5	141.5	146.0	154.7	173.2	142.2	156.7	194.5
Integrated E&P and Refining	4	598	---	136.8	---	---	158.5	---	---	167.1	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EOP – Natural Resources Exploitation/Operation/Production
Level : M2 – Manager (M2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	20	384	149.6	161.1	169.1	175.1	189.5	205.6	186.3	203.4	223.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Field Ops	13	102	138.5	155.7	164.3	173.2	184.2	203.4	172.2	198.7	214.1
Natural Resources Production Ops	6	79	149.0	170.1	191.2	175.7	198.9	215.3	186.1	205.6	234.9
Natural Rsrces Exploit/Ops/Prod'n Gnrlist/MultiDisc	9	73	157.7	165.5	176.0	185.3	195.0	211.2	198.5	215.4	234.3

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	13	279	144.9	155.7	166.3	175.6	188.2	199.0	180.3	198.7	218.6

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	10	85	147.2	167.6	181.0	177.2	205.6	223.1	189.6	203.4	250.3
Integrated E&P and Refining	5	232	148.4	162.2	176.6	176.6	186.8	201.6	183.5	208.9	216.0

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EOP – Natural Resources Exploitation/Operation/Production
Level : M3 – Senior Manager (M3)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	17	121	186.3	205.3	221.2	229.4	249.8	275.2	252.4	266.6	295.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Field Ops	12	51	182.3	197.6	212.9	228.7	242.1	259.8	255.3	266.8	296.4
Natural Resources Production Ops	5	17	188.5	217.5	236.3	239.9	251.2	285.0	251.2	272.9	298.4
Natural Rsrcs Exploit/Ops/Prod'n Gnrlist/MultiDisc	7	19	183.3	203.3	234.5	229.1	256.2	300.1	252.8	287.1	337.3

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	11	84	183.2	199.8	215.0	228.3	247.2	264.8	252.0	254.8	288.7

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	8	26	186.8	211.7	221.9	230.3	250.0	279.5	252.5	288.8	302.8
Integrated E&P and Refining	5	81	193.6	205.3	223.8	235.2	258.3	261.1	248.1	266.6	282.1

All values in Canadian Dollar

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Company weighted statistics

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EOP – Natural Resources Exploitation/Operation/Production
Level : M4 – Group Manager (M4)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	11	62	225.3	232.1	266.3	287.4	309.4	360.5	304.0	341.0	428.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Natural Resources Production Ops	5	25	218.1	252.0	332.7	---	311.3	---	302.5	341.0	427.6
Natural Rsrcs Exploit/Ops/Prod Gnrst/MultiDisc	6	19	219.2	228.7	246.9	274.3	295.0	322.4	303.8	311.8	345.6

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	6	43	216.4	229.9	253.1	270.8	296.6	331.1	303.5	323.2	362.7

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	4	21	---	258.1	---	---	361.6	---	---	411.9	---
Integrated E&P and Refining	4	29	---	237.0	---	---	---	---	---	315.7	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EOP – Natural Resources Exploitation/Operation/Production
Level : P2 – Intermediate (P2)

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
4	9	---	98.7	---	---	115.6	---	---	118.3	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada

Function/Level Scope Break Table

TOTAL SAMPLE

August 2017

WillisTowersWatson 

Function : EOP – Natural Resources Exploitation/Operation/Production

Level : P3 – Career (P3)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	8	22	99.9	113.8	134.1	116.5	123.5	158.9	119.3	129.3	163.9

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	5	10	96.7	108.3	119.4	---	117.6	---	118.3	119.5	129.3

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	4	14	---	123.3	---	---	---	---	---	146.6	---

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Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EOP – Natural Resources Exploitation/Operation/Production
Level : P4 – Specialist (P4)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	15	87	123.8	131.4	143.4	142.3	155.9	173.0	144.2	161.1	182.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Construction/Design	7	41	119.0	130.5	145.4	140.8	165.0	174.4	154.4	169.6	193.7
Field Ops	5	24	110.0	130.0	131.2	117.3	150.8	157.4	115.7	150.5	167.0
Natural Rsrcs	4	10	---	158.1	---	---	189.0	---	---	194.8	---
Exploit/Ops/Prod											
Grntst/MultiDisc											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	10	55	118.0	127.0	135.2	139.3	143.6	157.3	141.8	155.3	169.6

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	7	27	123.8	132.5	160.5	150.4	160.7	213.0	154.4	166.5	245.3
Integrated E&P and Refining	4	21	---	135.6	---	---	163.6	---	---	180.8	---

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics
All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EOP – Natural Resources Exploitation/Operation/Production
Level : P5 – Master (P5)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	9	25	145.1	157.6	193.1	183.8	191.4	242.8	198.4	208.9	275.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Construction/Design	5	9	141.3	141.9	167.3	170.7	190.4	202.6	191.2	210.5	213.4
Field Ops	5	13	141.9	146.5	199.4	171.1	190.5	308.3	185.4	201.6	299.8

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	5	11	145.1	157.6	164.0	184.4	191.4	197.2	203.6	208.9	212.8

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	5	20	141.8	146.4	195.5	170.3	189.3	303.0	183.8	199.4	298.7

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics
All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
 Function/Level Scope Break Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

Function : EOP – Natural Resources Exploitation/Operation/Production
 Level : P6 – Renowned Expert (P6)

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
4	10	---	212.7	---	---	280.2	---	---	304.1	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada

Function/Level Scope Break Table

TOTAL SAMPLE

August 2017

Willis Towers Watson 

Function : EOP – Natural Resources Exploitation/Operation/Production

Level : T1 – Entry (T1)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	5	92	65.0	72.3	78.7	72.1	80.3	82.5	72.9	80.8	82.2

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	62	---	70.2	---	---	77.6	---	---	79.1	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada

Function/Level Scope Break Table

TOTAL SAMPLE

August 2017

Willis Towers Watson 

Function : EOP – Natural Resources Exploitation/Operation/Production

Level : T2 – Intermediate (T2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	9	290	76.1	85.1	90.0	83.0	91.0	95.9	85.7	92.3	95.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Field Ops	6	233	76.7	80.2	86.6	81.9	87.6	96.5	82.9	90.3	96.3
Natural Resources Production Ops	4	55	---	94.0	---	---	---	---	---	96.0	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	6	132	72.4	78.6	87.9	80.0	87.6	93.0	81.4	90.0	93.5

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	4	261	---	83.0	---	---	92.4	---	---	93.0	---

All values in Canadian Dollar

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Company weighted statistics

All monetary values in thousands

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Function : EOP – Natural Resources Exploitation/Operation/Production
Level : T3 – Senior (T3)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	10	227	87.4	96.1	108.5	98.8	109.3	114.1	99.3	106.8	119.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Field Ops	6	177	87.4	96.3	101.1	99.3	102.8	111.7	101.3	104.0	117.0
Natural Resources Production Ops	5	37	84.2	99.9	116.4	95.6	110.9	116.4	98.4	112.4	122.3

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	7	179	87.0	99.9	108.2	98.0	109.3	110.9	101.5	109.4	118.0

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	4	163	---	89.9	---	---	100.8	---	---	102.8	---

All values in Canadian Dollar
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Company weighted statistics
All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EOP – Natural Resources Exploitation/Operation/Production
Level : T4 – Lead (T4)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	11	256	95.1	105.3	124.2	106.5	124.5	140.3	116.5	123.0	152.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Field Ops	7	167	95.1	102.0	121.5	106.5	123.1	140.3	116.6	122.7	135.0

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	8	217	95.5	113.4	124.2	107.6	125.5	144.4	116.6	125.4	154.8

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	5	165	94.7	102.0	115.9	108.7	123.1	135.1	113.7	122.7	137.5

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EOP – Natural Resources Exploitation/Operation/Production
Level : W1 – Entry (W1)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	11	261	73.5	83.7	87.5	80.9	90.0	97.0	81.6	88.4	93.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Field Ops	6	113	67.5	74.5	79.1	78.4	80.9	86.8	72.1	82.2	85.7

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	7	147	73.5	85.8	87.5	80.9	90.2	97.0	82.8	88.4	93.4

All values in Canadian Dollar

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Company weighted statistics

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2017 Energy Services MMPS Compensation Survey – Canada

Function/Level Scope Break Table

TOTAL SAMPLE

August 2017

WillisTowersWatson 

Function : EOP – Natural Resources Exploitation/Operation/Production

Level : W2 – Intermediate (W2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	14	638	78.6	82.4	97.3	88.5	94.4	102.8	85.2	97.5	105.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Field Ops	10	261	80.5	82.4	94.0	88.7	92.0	100.4	91.2	97.6	101.1
Machine Ops	6	329	77.0	90.0	110.7	80.1	95.2	120.0	78.5	96.7	117.4

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	10	494	77.0	81.4	97.3	85.8	89.6	101.7	78.5	91.6	105.5

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	4	178	---	81.5	---	---	---	---	---	99.1	---
Integrated E&P and Refining	4	261	---	95.6	---	---	99.1	---	---	103.5	---

All values in Canadian Dollar

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Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada

Function/Level Scope Break Table

TOTAL SAMPLE

August 2017

WillisTowersWatson 

Function : EOP – Natural Resources Exploitation/Operation/Production

Level : W3 – Senior (W3)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	14	2508	87.1	93.3	115.6	99.2	106.1	121.4	94.9	106.8	127.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Field Ops	10	827	91.2	94.3	103.0	100.1	104.8	110.7	101.6	108.2	113.3
Machine Ops	5	1309	70.5	115.0	131.5	---	126.3	---	71.7	122.9	139.9

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	10	2071	80.4	92.3	115.6	98.2	103.2	121.4	83.0	104.0	127.5

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	5	334	87.0	94.9	104.8	---	108.3	---	95.5	108.8	112.9
Integrated E&P and Refining	4	959	---	107.3	---	---	112.5	---	---	116.7	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

Willis Towers Watson 

Function : EOP – Natural Resources Exploitation/Operation/Production
Level : W4 – Lead (W4)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	11	1094	100.7	105.8	126.5	110.3	117.2	125.8	108.7	117.3	135.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Field Ops	9	294	100.8	106.5	110.0	112.4	116.7	118.8	113.3	119.4	126.6

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	7	951	98.3	101.0	126.5	106.7	113.7	126.1	104.7	114.2	135.2

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	5	101	98.0	106.6	110.0	---	118.1	---	105.4	117.3	126.8
Integrated E&P and Refining	4	815	---	113.8	---	---	119.7	---	---	124.7	---

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics
All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EOT – Transportation and Pipeline
Level : M1 – Supervisor (M1)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	8	201	113.5	118.9	128.9	120.0	129.7	132.9	120.1	130.4	140.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Control Center Operation	4	37	---	124.9	---	---	139.7	---	---	148.3	---
Trans and Pipeline	4	158	---	120.2	---	---	128.1	---	---	131.2	---
Gndst/MultiDisc											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	5	187	114.5	120.5	127.5	128.7	130.5	141.6	127.3	135.0	155.5

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

Willis Towers Watson 

Function : EOT – Transportation and Pipeline
Level : P1 – Entry (P1)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	4	15	---	73.8	---	---	82.5	---	---	82.9	---

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Scheduling and Logistics	4	10	---	73.8	---	---	80.9	---	---	80.5	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	15	---	73.8	---	---	82.5	---	---	82.9	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EOT – Transportation and Pipeline
Level : M2 – Manager (M2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	8	94	133.9	155.0	163.3	141.2	188.9	195.9	144.4	194.7	207.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Trans and Pipeline Gndst/MultiDisc	6	74	142.8	160.6	172.2	164.5	192.7	196.7	174.2	195.2	212.7

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	6	84	140.6	155.0	162.8	162.5	188.9	195.3	172.0	194.7	220.3

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Pipeline	4	82	---	151.2	---	---	182.7	---	---	194.0	---

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics
All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EOT – Transportation and Pipeline
Level : M3 – Senior Manager (M3)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	7	28	156.6	177.0	203.8	195.7	215.0	229.4	223.9	232.0	240.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Control Center Operation	4	5	---	172.1	---	---	210.8	---	---	224.3	---
Trans and Pipeline	4	21	---	192.7	---	---	229.0	---	---	232.7	---
Grist/MultiDisc											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	6	26	156.3	174.5	187.5	193.4	213.7	235.7	211.8	233.1	250.2

All values in Canadian Dollar
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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EOT – Transportation and Pipeline
Level : P2 – Intermediate (P2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	7	107	79.3	82.3	88.1	87.9	92.4	101.1	84.9	92.3	100.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Scheduling and Logistics	5	34	79.5	82.0	82.9	---	89.6	---	86.4	91.1	93.3

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	5	104	79.5	82.3	85.8	---	92.4	---	86.4	92.3	97.2

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EOT – Transportation and Pipeline
Level : P3 – Career (P3)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	8	176	93.2	102.2	135.9	106.8	114.9	148.4	108.1	118.6	145.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Scheduling and Logistics	6	43	89.2	99.0	104.3	106.3	112.3	121.3	102.4	110.9	122.6

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	6	172	89.2	99.0	105.7	106.3	114.0	121.8	102.4	113.7	122.8

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Integrated E&P and Refining	4	27	---	127.4	---	---	135.8	---	---	138.8	---

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics
All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EOT – Transportation and Pipeline
Level : P4 – Specialist (P4)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	9	97	114.4	125.5	134.2	136.1	148.0	155.4	140.0	148.8	169.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Scheduling and Logistics	7	25	112.1	121.9	132.0	133.2	143.4	153.9	132.1	143.0	154.9

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	6	91	110.9	119.3	126.6	133.7	142.6	150.1	132.5	142.0	155.4

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

Willis Towers Watson 

Function : EOT – Transportation and Pipeline
Level : P5 – Master (P5)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	6	27	135.5	146.7	157.0	175.0	176.5	190.7	163.1	185.6	197.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Trans and Pipeline Gnrst/MultiDisc	4	17	---	145.1	---	---	178.8	---	---	182.5	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	6	27	135.5	146.7	157.0	175.0	176.5	190.7	163.1	185.6	197.4

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics
All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EOT – Transportation and Pipeline
Level : T2 – Intermediate (T2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	5	58	74.4	79.4	92.5	---	90.4	---	75.4	89.5	97.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Control Center Operation	4	13	---	93.2	---	---	---	---	---	98.4	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	56	---	85.3	---	---	---	---	---	91.7	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EOT – Transportation and Pipeline
Level : T3 – Senior (T3)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	6	161	85.4	101.4	110.3	94.1	106.8	126.6	87.3	107.7	128.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Control Center Operation	4	86	---	105.0	---	---	---	---	---	110.8	---
Trans and Pipeline	4	75	---	97.7	---	---	102.4	---	---	104.3	---
Gnrst/MultiDisc											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	137	---	101.4	---	---	---	---	---	107.7	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EOT – Transportation and Pipeline
Level : T4 – Lead (T4)

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
5	19	99.3	116.2	125.2	100.7	127.9	140.4	102.0	124.9	148.8

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EOT – Transportation and Pipeline
Level : W2 – Intermediate (W2)

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
4	30	---	88.3	---	---	92.8	---	---	95.2	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017



Function : EOT – Transportation and Pipeline
Level : W3 – Senior (W3)

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
4	46	---	97.2	---	---	99.5	---	---	104.3	---

All values in Canadian Dollar
Effective date April 01, 2017
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All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EOW – Well Operations
Level : M1 – Supervisor (M1)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	6	23	133.4	144.4	163.0	141.2	162.7	197.8	145.8	155.4	196.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Drilling	4	13	---	149.5	---	---	177.3	---	---	172.4	---

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Integrated E&P and Refining	4	12	---	142.5	---	---	154.4	---	---	152.4	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EOW – Well Operations
Level : M2 – Manager (M2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	10	36	156.5	174.8	194.9	187.9	215.5	223.2	190.9	217.2	232.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Drilling	5	12	136.7	179.4	205.8	174.1	224.3	255.6	181.4	233.4	274.0
Well Ops	6	11	155.0	171.8	195.4	191.9	206.1	220.2	201.4	214.4	223.0
Generalist/Multidiscipline											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	5	24	149.4	177.0	198.0	---	218.4	---	187.2	217.8	272.3

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	6	13	155.1	168.5	194.9	187.9	207.0	251.2	190.9	208.0	255.8
Integrated E&P and Refining	4	23	---	178.3	---	---	217.0	---	---	218.1	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EOW – Well Operations
Level : M3 – Senior Manager (M3)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	7	26	206.1	221.8	234.0	250.0	279.7	302.3	244.1	284.7	334.6

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Drilling	5	10	196.8	234.0	245.0	246.0	292.5	313.8	256.8	296.0	358.6
Well Ops	4	13	---	222.7	---	---	281.2	---	---	285.9	---
Generalist/Multidiscipline											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	12	---	222.9	---	---	---	---	---	285.9	---

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Integrated E&P and Refining	4	21	---	220.2	---	---	266.2	---	---	278.1	---

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics
All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EOW – Well Operations
Level : P2 – Intermediate (P2)

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
5	14	80.6	88.6	101.2	---	101.5	---	83.1	101.2	115.5

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EOW – Well Operations
Level : P3 – Career (P3)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	7	72	96.9	108.4	146.9	112.9	124.8	172.1	113.5	119.9	169.9

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	5	9	95.7	98.3	135.2	---	118.4	---	108.4	117.5	146.7

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EOW – Well Operations
Level : P4 – Specialist (P4)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	10	76	125.0	144.0	161.7	144.0	158.7	222.1	137.2	171.1	213.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Drilling	5	23	125.0	139.9	186.9	146.8	158.7	226.0	154.0	174.1	233.6
Well Ops	4	31	---	151.4	---	---	167.0	---	---	165.7	---
Generalist/Multidiscipline											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	5	22	118.4	126.0	132.0	---	144.8	---	129.7	137.6	171.1

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	6	28	125.0	140.0	160.6	152.8	158.7	223.2	148.4	171.1	213.2

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics
All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

Willis Towers Watson 

Function : EOW – Well Operations
Level : P5 – Master (P5)

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
4	11	---	181.8	---	---	218.6	---	---	233.7	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

Willis Towers Watson 

Function : ETG – Gas Transmission
Level : P4 – Specialist (P4)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	4	14	---	114.6	---	---	134.5	---	---	141.9	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	14	---	114.6	---	---	134.5	---	---	141.9	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : ETM – Electric Transmission Construction and/or Maintenance
Level : M1 – Supervisor (M1)

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
5	152	109.2	125.5	134.7	121.8	138.1	148.2	120.6	141.7	148.9

Company Industry

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	5	109.2	125.5	134.7	121.8	138.1	148.2	120.6	141.7	148.9

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics
All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : ETM – Electric Transmission Construction and/or Maintenance
Level : M2 – Manager (M2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	4	19	---	147.2	---	---	165.6	---	---	173.0	---

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	4	19	---	147.2	---	---	165.6	---	---	173.0	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : ETM – Electric Transmission Construction and/or Maintenance
Level : T3 – Senior (T3)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	5	93	75.8	86.3	106.2	75.8	99.3	107.7	75.8	97.3	107.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Electric Transmission	4	80	---	82.7	---	---	89.2	---	---	88.2	---
Maintenance											

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	5	93	75.8	86.3	106.2	75.8	99.3	107.7	75.8	97.3	107.5

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : ETO – Electric Transmission Operations
Level : M1 – Supervisor (M1)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	6	35	109.6	122.0	131.5	114.5	137.1	145.3	114.6	140.9	149.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Eltrc Trans Ops	4	27	---	128.9	---	---	141.7	---	---	145.0	---
Gnrlist/MultiDisc											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	5	28	105.3	127.4	132.6	118.8	140.2	147.2	119.5	143.6	151.8

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	6	35	109.6	122.0	131.5	114.5	137.1	145.3	114.6	140.9	149.1

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : ETO – Electric Transmission Operations
Level : M2 – Manager (M2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	9	56	130.0	142.0	153.6	134.5	163.3	176.6	135.1	170.8	184.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Eltrc Trans Ops	6	44	121.4	140.7	149.4	123.6	161.8	171.8	124.5	171.3	181.0
Gnrlist/MultiDisc											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	8	49	133.1	144.2	156.1	138.3	165.8	179.5	140.7	170.9	187.1

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	9	56	130.0	142.0	153.6	134.5	163.3	176.6	135.1	170.8	184.1

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : ETO – Electric Transmission Operations
Level : M3 – Senior Manager (M3)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	9	35	144.2	177.6	192.3	149.0	213.2	239.0	149.7	191.1	256.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Eltrc Trans Ops	7	17	150.4	177.6	184.5	150.4	213.2	228.0	150.4	192.0	240.4
Gnrst/MultiDisc											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	7	20	150.4	177.6	184.5	150.4	213.2	228.0	150.4	191.1	240.4

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	8	34	141.1	165.6	184.0	148.4	194.8	226.4	149.3	189.1	238.2

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : ETO – Electric Transmission Operations
Level : P3 – Career (P3)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	4	21	---	106.8	---	---	119.5	---	---	119.4	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	21	---	106.8	---	---	119.5	---	---	119.4	---

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	4	21	---	106.8	---	---	119.5	---	---	119.4	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

Willis Towers Watson 

Function : ETO – Electric Transmission Operations
Level : T2 – Intermediate (T2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	4	64	---	111.8	---	---	117.7	---	---	118.8	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	64	---	111.8	---	---	117.7	---	---	118.8	---

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	4	64	---	111.8	---	---	117.7	---	---	118.8	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

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2017 Energy Services MMPS Compensation Survey – Canada

Function/Level Scope Break Table

TOTAL SAMPLE

August 2017

WillisTowersWatson 

Function : ETO – Electric Transmission Operations

Level : T3 – Senior (T3)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	6	90	106.2	121.3	124.6	106.2	125.8	133.5	106.2	125.4	136.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Eltrc Trans Ops	5	84	98.3	121.0	124.8	98.3	121.0	134.2	98.3	121.0	135.0
Gnrst/MultiDisc											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	6	90	106.2	121.3	124.6	106.2	125.8	133.5	106.2	125.4	136.0

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	6	90	106.2	121.3	124.6	106.2	125.8	133.5	106.2	125.4	136.0

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : ETO – Electric Transmission Operations
Level : T4 – Lead (T4)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	6	199	113.6	128.7	131.3	113.6	134.5	140.6	113.6	135.8	142.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Eltrc Trans Ops	4	192	---	123.8	---	---	128.6	---	---	129.2	---
Gnrlist/MultiDisc											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	5	24	122.3	130.2	131.9	124.1	138.3	141.5	124.1	140.8	143.4

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	6	199	113.6	128.7	131.3	113.6	134.5	140.6	113.6	135.8	142.2

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

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2017 Energy Services MMPS Compensation Survey – Canada

Function/Level Scope Break Table

TOTAL SAMPLE

August 2017

WillisTowersWatson 

Function : EVM – Vegetation Management and Forestry

Level : M1 – Supervisor (M1)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	4	28	---	108.9	---	---	116.5	---	---	114.9	---

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Vegetation Mgmt Forestry	4	28	---	108.9	---	---	116.5	---	---	114.9	---
Gnrst/MultiDisc											

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	4	28	---	108.9	---	---	116.5	---	---	114.9	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

Willis Towers Watson 

Function : EVM – Vegetation Management and Forestry
Level : M2 – Manager (M2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	4	9	---	140.2	---	---	161.2	---	---	160.0	---

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Vegetation Mgmt Forestry Gnrst/MultiDisc	4	9	---	140.2	---	---	161.2	---	---	160.0	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	9	---	140.2	---	---	161.2	---	---	160.0	---

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	4	9	---	140.2	---	---	161.2	---	---	160.0	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : EVM – Vegetation Management and Forestry
Level : T2 – Intermediate (T2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	4	82	---	84.6	---	---	84.6	---	---	84.6	---

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Vegetation Mgmt Forestry Grnrlst/MultiDisc	4	82	---	84.6	---	---	84.6	---	---	84.6	---

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	4	82	---	84.6	---	---	84.6	---	---	84.6	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada

Function/Level Scope Break Table

TOTAL SAMPLE

August 2017

WillisTowersWatson 

Function : NPM – Nuclear Plant Maintenance

Level : M1 – Supervisor (M1)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	4	411	---	120.9	---	---	120.9	---	---	120.9	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	411	---	120.9	---	---	120.9	---	---	120.9	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : NPM – Nuclear Plant Maintenance
Level : M2 – Manager (M2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	4	85	---	144.0	---	---	154.3	---	---	151.6	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	85	---	144.0	---	---	154.3	---	---	151.6	---

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics
All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada

Function/Level Scope Break Table

TOTAL SAMPLE

August 2017

WillisTowersWatson 

Function : NPO – Nuclear Plant Operations

Level : M2 – Manager (M2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	4	105	---	156.4	---	---	158.0	---	---	157.7	---

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Nuclear Plant Ops	4	30	---	150.3	---	---	160.9	---	---	158.6	---
Generalist/MultiDisc											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	105	---	156.4	---	---	158.0	---	---	157.7	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

Willis Towers Watson 

Function : NPO – Nuclear Plant Operations
Level : P3 – Career (P3)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	4	304	----	138.5	----	----	138.5	----	----	138.5	----

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	304	----	138.5	----	----	138.5	----	----	138.5	----

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics
All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

Willis Towers Watson 

Function : NPO – Nuclear Plant Operations
Level : T2 – Intermediate (T2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	4	182	---	73.0	---	---	73.0	---	---	73.0	---

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Nuclear Plant Ops	4	176	---	73.0	---	---	73.0	---	---	73.0	---
Generalist/MultiDisc											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	182	---	73.0	---	---	73.0	---	---	73.0	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada

Function/Level Scope Break Table

TOTAL SAMPLE

August 2017

WillisTowersWatson 

Function : NPO – Nuclear Plant Operations

Level : T3 – Senior (T3)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	4	780	---	100.0	---	---	100.0	---	---	100.0	---

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Nuclear Plant Ops	4	780	---	100.0	---	---	100.0	---	---	100.0	---
Generalist/MultiDisc											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	780	---	100.0	---	---	100.0	---	---	100.0	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : NRS – Nuclear Plant Radiation Safety
Level : M2 – Manager (M2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	4	27	---	145.2	---	---	153.2	---	---	152.9	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	27	---	145.2	---	---	153.2	---	---	152.9	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Perquisites and Allowances Summary Table
TOTAL SAMPLE
August 2017

Function : AAS – Administrative Services
Level : M1 – Supervisor (M1)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	3	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	9	23	0.7	---	0.4	0.5	0.9	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	4	8	17.2	---	---	17.0	---	---
Performance Awards/Project Bonus Amount	5	5	2.3	---	0.7	2.9	3.5	---
Total Perquisites	16	33	3.6	0.4	0.8	1.6	4.9	11.4
Total Variable Payments – Excluding Actual Bonus	9	13	10.0	---	1.9	3.5	20.6	---

Car Eligibility 0% Company Car only 0% Car Allowance 0% Choice of Car or Allowance 100% Not Eligible	Car Benefit Eligibility Criteria 0% Eligibility Based on Job Status 0% Eligibility Based on Nature of Job/Job Requirements	Flexible Perquisites Eligibility 89% No 11% Yes	Other Perquisites Eligibility 98% No 2% Yes
Financial Counseling Eligibility 96% Not Eligible 4% Full Financial Counseling 0% Tax Counseling Only	Company Profit Sharing Eligibility 100% No 0% Yes	Northern Living Allowance/ Remote Location Premium Amount Eligibility 92% No 8% Yes	Performance Award/Project Bonus Eligibility 80% No 20% Yes
Recreation/Wellness Allowance Eligibility 66% No 34% Yes	Transportation Allowance Eligibility 81% No 19% Yes		

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics
All monetary values in thousands

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

Function : AAS – Administrative Services
 Level : P1 – Entry (P1)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	0	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	3	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	3	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

Car Eligibility	Car Benefit Eligibility Criteria	Flexible Perquisites Eligibility	Other Perquisites Eligibility
0% Company Car only	0% Eligibility Based on Job Status	100% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	0% Yes	0% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
Financial Counseling Eligibility	Company Profit Sharing Eligibility	Northern Living Allowance/ Remote Location Premium Amount Eligibility	Performance Award/Project Bonus Eligibility
100% Not Eligible	100% No	100% No	80% No
0% Full Financial Counseling	0% Yes	0% Yes	20% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
22% No	100% No		
78% Yes	0% Yes		

All values in Canadian Dollar
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 All monetary values in thousands

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Function : AAS – Administrative Services
Level : M2 – Manager (M2)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	0	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	4	6	1.2	---	---	0.4	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	2	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	6	8	3.8	---	0.3	4.7	6.4	---
Total Variable Payments – Excluding Actual Bonus	3	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
0% Car Allowance

0% Choice of Car or Allowance
100% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

100% No
0% Yes

Other Perquisites Eligibility

100% No
0% Yes

Financial Counseling Eligibility

100% Not Eligible
0% Full Financial Counseling
0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

91% No
9% Yes

Performance Award/Project Bonus Eligibility

92% No
8% Yes

Recreation/Wellness Allowance Eligibility

65% No
35% Yes

Transportation Allowance Eligibility

75% No
25% Yes

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics
All monetary values in thousands

Function : AAS – Administrative Services
Level : M3 – Senior Manager (M3)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	2	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	0	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	3	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	0	---	---	---	---	---	---	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	60% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	40% Yes	0% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	100% No	100% No
0% Full Financial Counseling	0% Yes	0% Yes	0% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
80% No	80% No		
20% Yes	20% Yes		

All values in Canadian Dollar
 Effective date April 01, 2017
 Company weighted statistics
 All monetary values in thousands

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

Willis Towers Watson 

Function : AAS – Administrative Services
Level : P2 – Intermediate (P2)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	1	---	---	---	---	---	---	---
Other Perquisite Amount	3	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	5	15	0.5	---	0.3	0.5	0.6	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	2	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	7	18	6.9	---	0.4	0.7	13.5	---
Total Variable Payments – Excluding Actual Bonus	6	11	6.3	---	0.3	1.1	13.6	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	92% No	77% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	8% Yes	23% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	92% No	77% No
0% Full Financial Counseling	0% Yes	8% Yes	23% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
57% No	85% No		
43% Yes	15% Yes		

All values in Canadian Dollar
 Effective date April 01, 2017
 Company weighted statistics
 All monetary values in thousands

Function : AAS – Administrative Services
Level : P3 – Career (P3)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	0	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	6	11	0.5	---	0.3	0.3	0.7	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	6	11	0.8	---	0.3	0.4	1.5	---
Total Variable Payments – Excluding Actual Bonus	2	---	---	---	---	---	---	---

Car Eligibility 0% Company Car only 0% Car Allowance 0% Choice of Car or Allowance 100% Not Eligible	Car Benefit Eligibility Criteria 0% Eligibility Based on Job Status 0% Eligibility Based on Nature of Job/Job Requirements	Flexible Perquisites Eligibility 100% No 0% Yes	Other Perquisites Eligibility 100% No 0% Yes
Financial Counseling Eligibility 92% Not Eligible 8% Full Financial Counseling 0% Tax Counseling Only	Company Profit Sharing Eligibility 100% No 0% Yes	Northern Living Allowance/ Remote Location Premium Amount Eligibility 100% No 0% Yes	Performance Award/Project Bonus Eligibility 92% No 8% Yes
Recreation/Wellness Allowance Eligibility 43% No 57% Yes	Transportation Allowance Eligibility 96% No 4% Yes		

All values in Canadian Dollar
 Effective date April 01, 2017
 Company weighted statistics
 All monetary values in thousands

Function : AAS – Administrative Services
Level : P4 – Specialist (P4)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	1	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	2	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	3	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	0	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
 0% Car Allowance

 0% Choice of Car or Allowance
 100% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
 0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

86% No
 14% Yes

Other Perquisites Eligibility

86% No
 14% Yes

Financial Counseling Eligibility

100% Not Eligible
 0% Full Financial Counseling
 0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
 0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

100% No
 0% Yes

Performance Award/Project Bonus Eligibility

100% No
 0% Yes

Recreation/Wellness Allowance Eligibility

57% No
 43% Yes

Transportation Allowance Eligibility

100% No
 0% Yes

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics
All monetary values in thousands

Function : AAS – Administrative Services
Level : T1 – Entry (T1)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	1	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	3	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	4	9	3.9	---	---	1.1	---	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
 0% Car Allowance

 0% Choice of Car or Allowance
 100% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
 0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

80% No
 20% Yes

Other Perquisites Eligibility

87% No
 13% Yes

Financial Counseling Eligibility

100% Not Eligible
 0% Full Financial Counseling
 0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
 0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

93% No
 7% Yes

Performance Award/Project Bonus Eligibility

80% No
 20% Yes

Recreation/Wellness Allowance Eligibility

40% No
 60% Yes

Transportation Allowance Eligibility

80% No
 20% Yes

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics
All monetary values in thousands

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

Function : AAS – Administrative Services
Level : U1 – Entry (U1)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	1	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	9	84	0.9	---	0.3	0.5	0.9	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	4	13	11.0	---	---	8.6	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	12	103	2.5	0.4	0.6	1.1	4.7	7.8
Total Variable Payments – Excluding Actual Bonus	7	17	6.5	---	0.6	4.1	10.0	---

Car Eligibility	Car Benefit Eligibility Criteria	Flexible Perquisites Eligibility	Other Perquisites Eligibility
0% Company Car only	0% Eligibility Based on Job Status	97% No	99% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	3% Yes	1% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
Financial Counseling Eligibility	Company Profit Sharing Eligibility	Northern Living Allowance/ Remote Location Premium Amount Eligibility	Performance Award/Project Bonus Eligibility
100% Not Eligible	100% No	92% No	93% No
0% Full Financial Counseling	0% Yes	8% Yes	7% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
70% No	90% No		
30% Yes	10% Yes		

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2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

Function : AAS – Administrative Services
Level : U2 – Intermediate (U2)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	4	23	1.6	---	---	1.8	---	---
Other Perquisite Amount	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	16	269	0.7	0.1	0.3	0.4	0.6	2.1
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	10	95	9.5	2.0	5.6	9.1	12.5	17.7
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	23	305	1.8	0.2	0.4	0.8	2.6	5.0
Total Variable Payments – Excluding Actual Bonus	14	142	7.0	0.5	1.5	5.3	12.2	16.5

Car Eligibility

0% Company Car only
 0% Car Allowance

 0% Choice of Car or Allowance
 100% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
 0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

92% No
 8% Yes

Other Perquisites Eligibility

98% No
 2% Yes

Financial Counseling Eligibility

96% Not Eligible
 4% Full Financial Counseling
 0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
 0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

95% No
 5% Yes

Performance Award/Project Bonus Eligibility

94% No
 6% Yes

Recreation/Wellness Allowance Eligibility

67% No
 33% Yes

Transportation Allowance Eligibility

96% No
 4% Yes

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2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

Function : AAS – Administrative Services
Level : U3 – Senior (U3)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	4	182	1.7	---	---	2.0	---	---
Other Perquisite Amount	5	13	6.8	---	0.4	2.0	15.5	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	16	407	0.8	0.3	0.3	0.5	0.7	2.1
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	14	84	8.5	3.6	6.6	9.6	10.9	12.0
Performance Awards/Project Bonus Amount	4	37	1.0	---	---	1.1	---	---
Total Perquisites	24	617	1.8	0.3	0.5	0.9	2.9	5.0
Total Variable Payments – Excluding Actual Bonus	19	177	6.9	0.6	2.0	6.0	11.6	15.1

Car Eligibility

0% Company Car only
 0% Car Allowance

 0% Choice of Car or Allowance
 100% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
 0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

92% No
 8% Yes

Other Perquisites Eligibility

97% No
 3% Yes

Financial Counseling Eligibility

97% Not Eligible
 3% Full Financial Counseling
 0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
 0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

95% No
 5% Yes

Performance Award/Project Bonus Eligibility

90% No
 10% Yes

Recreation/Wellness Allowance Eligibility

67% No
 33% Yes

Transportation Allowance Eligibility

92% No
 8% Yes

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